

PREPARE/CONDUCT THE CONVERSATION

Directions: To **prepare** for the conversation, make notes in the space below of what you will ask/say to support each step of the GROW module. Complete *one page for each expectation*. To **conduct** the conversation, refer to your plan throughout the conversation. Then **debrief** the conversation by completing the checklist on page 2 to identify success and plan next steps.

SET the STAGE – Decide on a place to meet that is quiet and private. Plan how to minimize interruptions/ distractions. Have the *Turning Feedback into Change Job Aid* at hand to help you stay on track. Open the discussion by sharing the purpose of the meeting.

ACTION STEP	NOTES
Step 1: Expectation/Goal. (Appraising Manager) What goal/expectation will you set for the Reporting Manager?	
Step 2: Reality. (Appraising Manager/Both) Describe the status and/or reality of the issue driving the expectation using specific facts, examples and your own goals; link the impact/outcome to each.	
Step 3: Options/Obstacles (Reporting Manager/both) Identify all possible options/obstacles for accomplishing the expectation. Be specific include the impact/outcome. Identify what will get in the way of success and how you will address each obstacle. <ul style="list-style-type: none"> • <i>What options are important to discuss?</i> • <i>What obstacles may be a hinderance and limit commitment?</i> • <i>What ideas do you anticipate the other person to have?</i> 	
Step 4: WAY FORWARD (Both). Determine and agree to the final action plan; ask if you are committed to the plan. If not, why not? <ul style="list-style-type: none"> • <i>What steps should be included in the final action plan?</i> • <i>Ask if the other person is committed to the plan.</i> • <i>Establish a follow up-date/time, as needed?</i> 	

DEBRIEF THE CONVERSATION

DIRECTIONS (both Managers): Complete the following independently by checking two or more actions that you did well; then highlight one action you will do differently at your next Check-in or daily discussion. Discuss each of your perspectives to reinforce strengths and to support one another's continuous improvement. *Refer to your highlighted action in your planning for the next Check-in.*

✓	Planning/ CORE Communication or/and Effective Feedback Skill used
	1. Opened the discussion and summarized the purpose and goals of the conversation.
	2. Used open-ended questions to draw out more in-depth information such as <i>What do you think? Tell me more ... How does this impact...?</i>
	3. Used <i>Summarize</i> to reflect back to the other person what you heard them say in your own words. STOPPED talking to let the other person respond. Used this skill when logic and emotion were in balance.
	4. Used <i>Empathize</i> to acknowledge the other person's feelings (<i>It's _____ ...</i>) and the reason for the feeling (<i>... when _____</i>). STOPPED talking to let the other person respond.
	5. Balanced understanding the other's perspective with stating your Intentions. Remembered to separate the other's perception from your intent.
	6. Gave feedback by being SPECIFIC about the behavior that you were describing and linking it to its impact or outcome. Focused on behavior (what can change) and <i>not</i> the person's personality.
	7. Tracked with the SARAH Cycle and 3 Triggers to manage defensiveness.
	8. Identified <i>areas of agreement</i> as you created an action plan.
	9. Established a Way Forward towards achieving the expectations for the year.
	10. Determined commitment to the Way Forward by asking, " <i>Are you willing to commit to the plan?</i> " and/or " <i>What will get in the way of your commitment to this action plan?</i> "
<p><i>What is one action that you will do differently at the next Check-in or daily discussion?</i></p>	